

# A Study on the Relationship of Organizational Justice and General Indicators on the Efficiency of Zabol University Staff

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**Abstract-** Justice, as a term, means expressing the truth, administration of law, equity, and social justice is the equity that everyone should benefit from.

Bertrand Russell defines Justice as: Justice is anything that the majority of people consider it just, or is a system which, based on public opinion, tries to diminish all contexts that result in public discontent.

Aristotle believes that: Justice is the matter a just man thinks. Based on Hayek's opinion, in both human behavior and mind, there exists a hierarchy of rules and the most basic ones exist in super consciousness grounds or in other words beyond perception abilities. The growth of human mind is a part of civilization growth. Mind can never predict its future development. Thus, the basic term of society is not a fabrication of leading human mind and therefore social programming will not be possible.

This research is of the type practical and follows the descriptive-analytical and sectional method. The research environment was Zabol University. To gather information, the Niehoff & Moorman Organizational Justice Questionnaire was designed with 24 questions. The answers are on the basis of Likert scale with five options: Very low, Low, Medium, High, and Very high. Data analysis was done using the SPSS software v18 in the following manner. In this research, to present a descriptive expression of the data and to analyze the questionnaire, the descriptive statistics method, chart frequency distribution table, average point, and standard deviation was used. To analyze the relationship between quantitative variables, Pearson correlation test was used and to compare organizational justice regarding demographic variables, t-test and one-way variance analysis was applied. Data analysis showed that there is a direct and significant relationship between justice, general indicators, and staff efficiency of Zabol University in a way that the more the justice, the more the staff efficiency will be and if there exists a perfect level of justice, factors like gender, age, education, service record, and job department will not affect staff efficiency and all of these factors will have equal shares in administration of justice.

**Keywords-** Organizational justice, Staff efficiency, Zabol University, General indicator

## I. INTRODUCTION

Nowadays, having pledged human resources is one the indexes that indicates the superiority of one organization than another and having such staff would make the organization's social face look important and provides the ground for its development. The extensive number of researches in this area shows that organizational justice predicts most of other organizational variables. And one of the most important results of organizational justice that has only recently come to be noticed is job satisfaction and organizational citizenship behavior of the staff. Thus, to motivate and increase the efficiency of staff, the feeling of injustice and prejudice must not ever come to the employee's mind, else, the efficiency would decrease drastically. [1] The organization and being organized are inseparable parts of our lives. The organization is a social system which its existence depends on the strong bond among its staff and parts and the perception of injustice seems to have a destructive effect on co-working spirit. [2]

## II. ORGANIZATIONAL JUSTICE

Justice and its execution is one of the most essential and innate needs of human beings which its existence throughout the history has always brought about the perfect bases for growth and development of human societies. [3] Theories on justice have also evolved as the human societies have developed and gone beyond religious and philosophical theories towards empirical research. [7] After the industrial revolution and mechanization of the human societies, the organizations have casted their shadows on man in a way that humans are totally dependent on them from birth to death and imagining the world of today without them seems almost impossible. Therefore, execution of justice in societies is dependent on execution of justice in the organizations. [6]

Principles of organizational justice are as follows:

- A- Equity principle: the things that staff gets from the organization and the service they perform should be fit.
- B- Supposition principle: what people suppose of what justice is affects the overall perception.

- C- Participation principle: staff participation in decision making improves the justice.
- D- Steadiness principle: steady behavior of the leader is an essential condition for staff perception of justice.
- E- Egalitarian principle: decision making must not be influenced by personal interests and should strictly follow the general objectives of the organization.
- F- Correction principle: weak and problematic decisions should be corrected.
- G- Accuracy principle: decision making must be based on accurate information. [9]

Eric et al (2007) aiming to study the effects of distributive and procedural justice towards job satisfaction and staff organizational commitment in America did a research on 160 subjects and found out that procedural justice directly affects job satisfaction and distributive justice had a direct effect on job satisfaction and that also both of them affected the organizational commitment directly and that the procedural justice affects organizational commitment more than distributive justice. [4] Al-atibibr (2001) did a research in Kuwait on six organizations studying the probability of by-law (procedural) justice and distributive justice affecting job satisfaction and organizational commitment. The results showed that by-law, distributive, and interactive justice have a positive and direct relationship with job satisfaction and organizational commitment. [8]

### III. DISCUSSION ON THE FINDINGS OF THE RESEARCH HYPOTHESIS

First Hypothesis: there is a relationship between organizational justice and efficiency of Zabol University staff.

TABLE I. RESULTS OF THE DESCRIPTIVE STATISTICS AND CORRELATION COEFFICIENT OF ORGANIZATIONAL JUSTICE AND STAFF EFFICIENCY

Variables	Number	Average	Standard Deviation	r	sig
Organizational Justice	40	79.82	9.84	0.524	0.000
Efficiency	40	68.26	7.79		

This table indicates that the correlation coefficient of organizational justice and staff efficiency of Zabol University is  $r=0.52$  which is significant in a confidence level of 99% ( $P<0.01$ ). On statistical basis, thus, there is a significant and direct relationship between the two variables of organizational justice and staff efficiency in Zabol University.

Second Hypothesis: there is a relationship between distributive justice and efficiency of Zabol University staff.

TABLE II. RESULTS OF THE DESCRIPTIVE STATISTICS AND CORRELATION COEFFICIENT OF DISTRIBUTIVE JUSTICE AND STAFF EFFICIENCY

Variables	Number	Average	Standard Deviation	r	sig
Distributive Justice	40	25.85	4.216	0.440	0.004
Efficiency	40	68.26	7.79		

This table indicates that the correlation coefficient of distributive justice and staff efficiency of Zabol University is  $r=0.44$  which is significant in a confidence level of 99% ( $P<0.01$ ). On statistical basis, thus, there is a significant and direct relationship between the two variables of distributive justice and staff efficiency in Zabol University.

Third Hypothesis: there is a relationship between procedural justice and efficiency of Zabol University staff.

TABLE III. RESULTS OF THE DESCRIPTIVE STATISTICS AND CORRELATION COEFFICIENT OF PROCEDURAL JUSTICE AND STAFF EFFICIENCY

Variables	Number	Average	Standard Deviation	r	sig
Procedural Justice	40	27.12	3.523	0.368	0.018
Efficiency	40	68.26	7.79		

This table indicates that the correlation coefficient of procedural justice and staff efficiency of Zabol University is  $r=0.36$  which is significant in a confidence level of 99% ( $P<0.01$ ). On statistical basis, thus, there is a significant and direct relationship between the two variables of procedural justice and staff efficiency in Zabol University.

Fourth Hypothesis: there is a relationship between interactive justice and efficiency of Zabol University staff.

TABLE IV. RESULTS OF THE DESCRIPTIVE STATISTICS AND CORRELATION COEFFICIENT OF INTERACTIVE JUSTICE AND STAFF EFFICIENCY

Variables	Number	Average	Standard Deviation	r	sig
Interactive Justice	40	26.85	4.35	0.461	0.002
Efficiency	40	68.26	7.79		

This table indicates that the correlation coefficient of interactive justice and staff efficiency of Zabol University is  $r=0.46$  which is significant in a confidence level of 99% ( $P<0.01$ ). On statistical basis, thus, there is a significant and direct relationship between the two variables of interactive justice and staff efficiency in Zabol University.

IV. DESCRIPTIVE DISCUSSION ON THE DEMOGRAPHIC DATA AND ORGANIZATIONAL JUSTICE IN ZABOL UNIVERSITY STAFF

Fifth Hypothesis: there is a significant relationship between the gender of Zabol University staff and organizational justice.

TABLE V. DISCUSSION ON ORGANIZATIONAL JUSTICE DIFFERENCE AMONG ZABOL UNIVERSITY STAFF REGARDING THEIR GENDER

Variables	Gender	Number	Average	Standard Deviation	t	df	sig
Perception of Equity	Female	8	80.00	8.38	0.083	39	0.93
	Male	32	79.73	10.75			

The results show that the calculated t equals 0.83 and with a freedom degree of 39 is not significant at the level of 95% (P>0.05). It can be concluded, therefore, that the amount of organizational justice for both men and women staff is the same.

Sixth Hypothesis: there is a significant relationship between the marital status of Zabol University staff and organizational justice.

TABLE VI. DISCUSSION ON ORGANIZATIONAL JUSTICE DIFFERENCE AMONG ZABOL UNIVERSITY STAFF REGARDING THEIR MARITAL STATUS

Variables	Gender	Number	Average	Standard Deviation	t	df	sig
Perception of Equity	Single	3	80	16	0.031	39	0.97
	Married	38	79.81	9.53			

The results show that the calculated t equals 0.03 and with a freedom degree of 39 is not significant at the level of 95% (P>0.05). It can be concluded, therefore, that the amount of organizational justice for both single and married staff is the same.

Seventh Hypothesis: there is a significant relationship between the age of Zabol University staff and organizational justice.

One-way variance analysis test was used to check this hypothesis and the results of descriptive and inferential statistics are shown in the following tables:

TABLE VII. RESULTS OF THE DESCRIPTIVE STATISTICS REGARDING ORGANIZATIONAL JUSTICE BASED ON AGE

Variables	Age	Average	Standard Deviation	Number
Organizational Justice	25-30	72.00	11.31	2
	30-35	79.53	8.83	15
	35-40	79.50	9.22	14
	40 and Above	82.30	12.30	10

TABLE VIII. RESULTS OF THE VARIANCE ANALYSIS OF THE DESCRIPTIVE STATISTICS REGARDING ORGANIZATIONAL JUSTICE BASED ON AGE

Variables	Departments	Summation of Squares	Average Squares	df	F	sig
Organizational Justice	Between the Departments	186.47	62.15	3	0.623	0.605
	Intradepartmental	3691.3	99.76	36		
	Total	3877.80	---	39		

The table shows that the calculated F equals 0.62 and with a freedom degree of 3, and 37 is not significant at the level of 95% which means that the amount of organizational justice regarding the age of staff is the same for all (P>0.05).

Eighth Hypothesis: there is a significant relationship between the service record of Zabol University staff and organizational justice.

One-way variance analysis test was used to check this hypothesis and the results of descriptive and inferential statistics are shown in the following tables:

TABLE IX. RESULTS OF THE DESCRIPTIVE STATISTICS REGARDING ORGANIZATIONAL JUSTICE BASED ON SERVICE RECORD

Variables	Service Record	Average	Standard Deviation	Number
Organizational Justice	Less Than 5 Years	64.0000	---	1
	5-10	80.8462	7.44811	13
	10-15	80.2143	11.32851	14
	15 and Above	79.6154	10.31616	13

TABLE X. RESULTS OF THE VARIANCE ANALYSIS OF THE DESCRIPTIVE STATISTICS REGARDING ORGANIZATIONAL JUSTICE BASED ON SERVICE RECORD

Variables	Departments	Summation of Squares	Average Squares	df	F	sig
Organizational Justice	Between the Departments	266.67	88.89	3	0.911	0.445
	Intradepartmental	3611.12	97.59	36		
	Total	3877.80	---	39		

The table shows that the calculated F equals 0.91 and with a freedom degree of 3, and 37 is not significant at the level of 95% which means that the amount of organizational justice regarding the service record of staff is the same for all (P>0.05).

Ninth Hypothesis: there is a significant relationship between the organizational department of Zabol University staff and organizational justice.

One-way variance analysis test was used to check this hypothesis and the results of descriptive and inferential statistics are shown in the following tables:

TABLE XI. RESULTS OF THE DESCRIPTIVE STATISTICS REGARDING ORGANIZATIONAL JUSTICE BASED ON ORGANIZATIONAL DEPARTMENT

Variables	Organizational Department	Average	Standard Deviation	Number
Organizational Justice	Plans and Development	80.5000	3.53553	2
	Planning	79.6389	10.39272	36
	Financial	76.0000	---	1
	Human Resource	84.5000	4.94975	2

TABLE XII. RESULTS OF THE VARIANCE ANALYSIS OF THE DESCRIPTIVE STATISTICS REGARDING ORGANIZATIONAL JUSTICE BASED ON ORGANIZATIONAL DEPARTMENT

Variables	Departments	Summation of Squares	Average Squares	df	F	sig
Organizational Justice	Between the Departments	60.499	20.166	3	0.195	0.899
	Intradepartmental	3817.306	103.170	36		
	Total	3877.805	---	39		

The table shows that the calculated F equals 0.19 and with a freedom degree of 3, and 37 is not significant at the level of 95% which means that the amount of organizational justice regarding the organizational department of staff is the same for all ( $P>0.05$ ).

Tenth Hypothesis: there is a significant relationship between the education level of Zabol University staff and organizational justice.

One-way variance analysis test was used to check this hypothesis and the results of descriptive and inferential statistics are shown in the following tables:

TABLE XIII. RESULTS OF THE DESCRIPTIVE STATISTICS REGARDING ORGANIZATIONAL JUSTICE BASED ON EDUCATION LEVEL

Variables	Education Level	Average	Standard Deviation	Number
Organizational Justice	Associate Degree	80.5000	13.47838	5
	BA/BS	79.5600	9.57462	32
	MA/MS or Higher	80.1667	10.12498	3
	Human Resource	84.5000	4.94975	2

TABLE XIV. RESULTS OF THE VARIANCE ANALYSIS OF THE DESCRIPTIVE STATISTICS REGARDING ORGANIZATIONAL JUSTICE BASED ON EDUCATION LEVEL

Variables	Departments	Summation of Squares	Average Squares	df	F	sig
Organizational Justice	Between the Departments	4.978	2.489	2	0.024	0.976
	Intradepartmental	3872.827	101.916	37		
	Total	3877.805	---	39		

The table shows that the calculated F equals 0.02 and with a freedom degree of 2, and 38 is not significant at the level of 95% which means that the amount of organizational justice regarding the education level of staff is the same for all ( $P>0.05$ ).

## V. OVERALL CONCLUSION

The organizations must make all their efforts to execute justice and their decision making should reflect such behavior. As managers are to play leaders they have to make lots of organizational decisions which affect the policies and procedures of the organization and also the extent to which staff perceive these policies and organizational matters as being fair or not is of great concern (5). Thus, it must be noted that increasing and maintaining just behavior, motivation for work, personal and group performance and their efficiency is essential. Feeling that people make just judgments would result in a better performance on the part of staff and therefore better efficiency. As a result, it can be said that human resources are the most important and smart investment (10). And the results of this research also indicate that in Zabol University, the distributive justice comes second to procedural and interactive justice and according to the acquired data, the distributive justice is a bit higher than the medium and procedural and interactive justice were high too, thus, it can be concluded that there is a direct and significant relationship between justice, general indicators, and staff efficiency of Zabol University in a way that the more the justice, the more the staff efficiency will be and if there exists a perfect level of justice, factors like gender, age, education, service record, and job department will not affect staff efficiency and all of these factors will have equal shares in administration of justice.

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